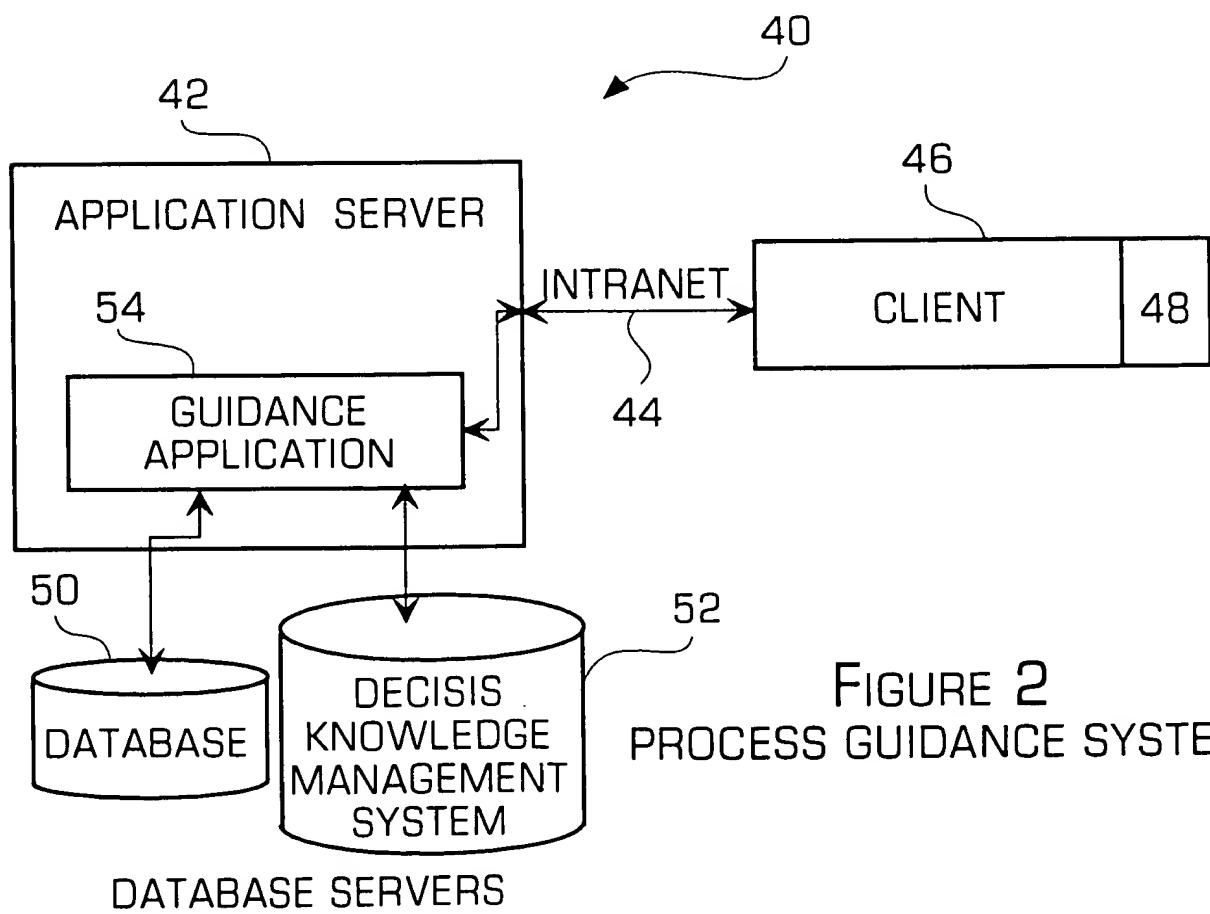


FIGURE 1

FIGURE 2  
PROCESS GUIDANCE SYSTEM

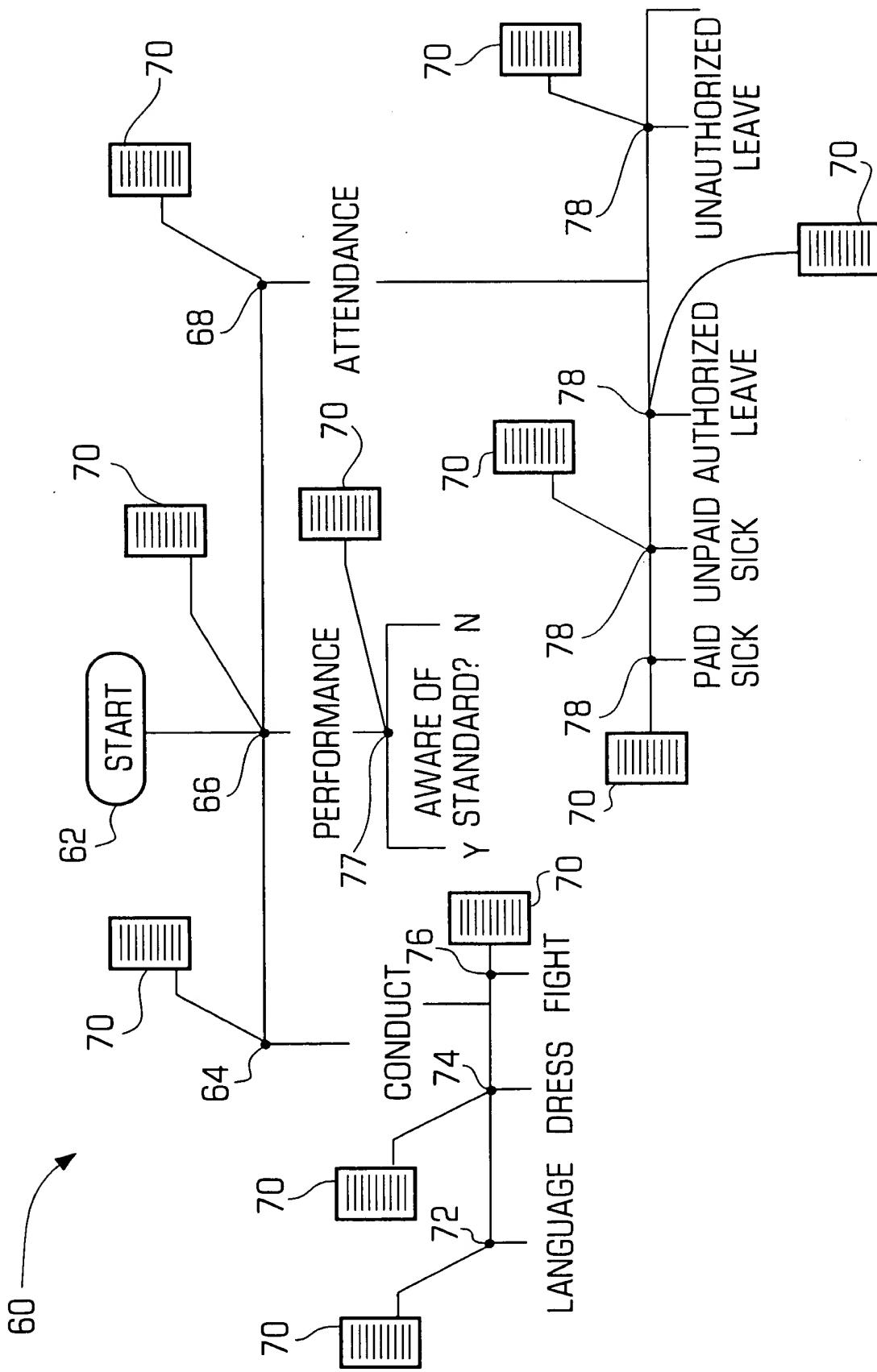


FIGURE 3

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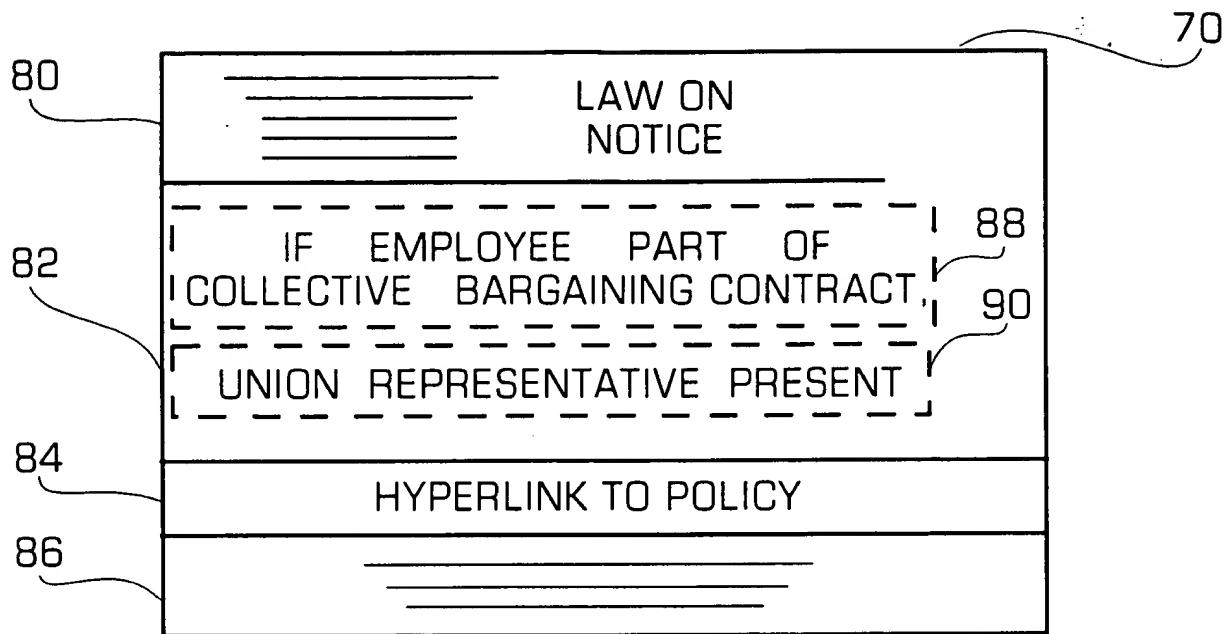


FIGURE 4

FAMILY MEDICAL LEAVE ACT

A table comparing the Family Medical Leave Act across four legal sources: FED LAW, STATE LAW, COMPANY POLICY, and COLLECTIVE BARGAINING CONTRACT. The table includes columns for employee count, who is sick, and leave duration. An arrow points to the 'FED LAW' row, and a bracket indicates the range from '100' to '102' covers all four rows.

	>1250	WHO SICK	HOW LONG	
FED LAW.			X-NO	
STATE LAW				X-ALLOW
COMPANY POLICY		X-NO		
COLLECTIVE BARGAINING CONTRACT		X		

MOST DISCRIMINATORY → LEAST DISCRIMINATORY

FIGURE 5

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ATTENDANCE MANAGEMENT  
SAMPLE SCREEN #1

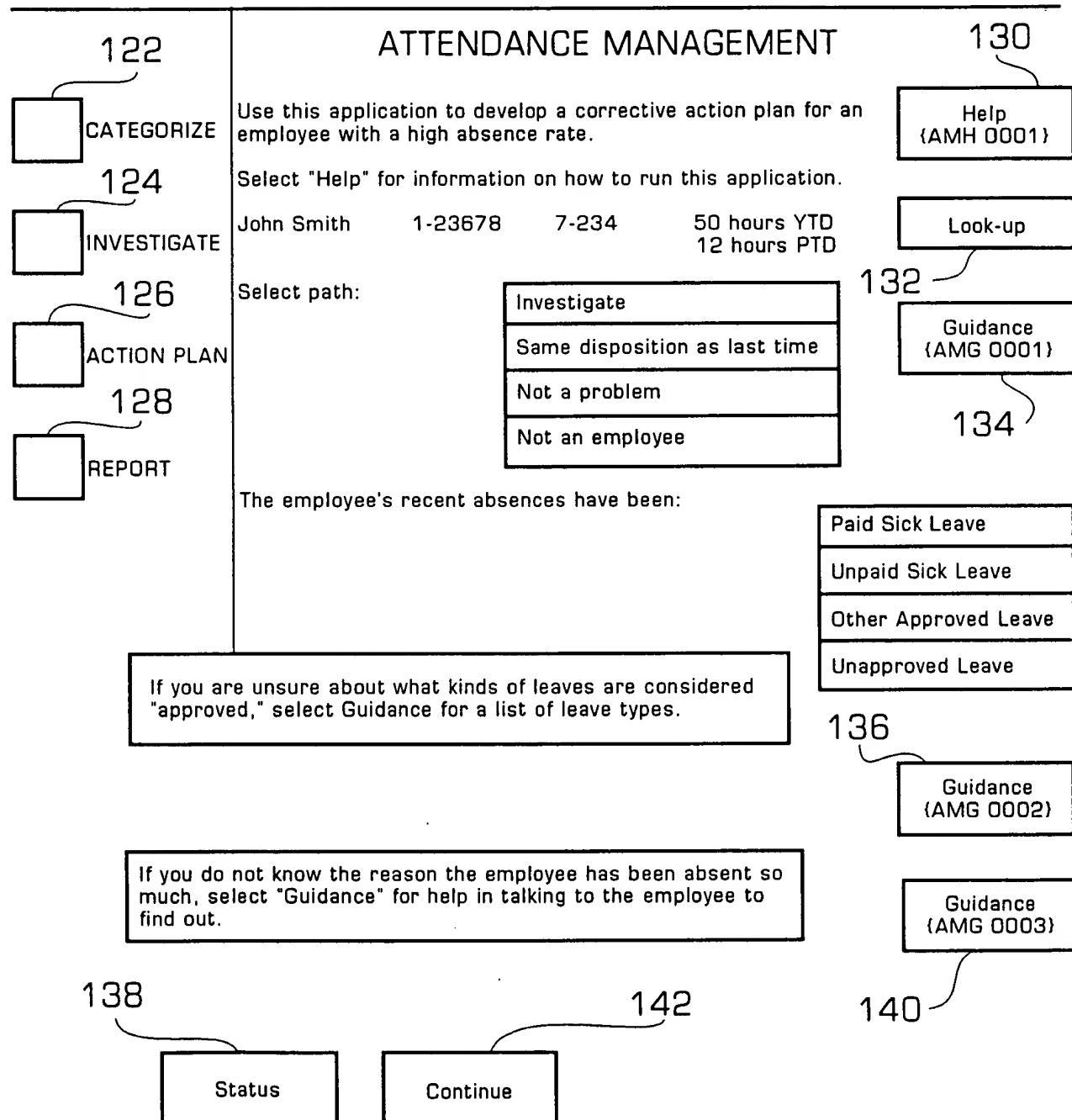


FIGURE 6

150

Attendance Management Page 1  
Investigate Paid Sick Leave Absence(s)

5/19

154

151

Has the employee provided adequate notice for the paid sick leave absence(s)?

Not Always

No

Yes

Failure to provide adequate notice is a conduct issue that may be handled with Progressive Discipline - Attendance Conduct..

Guidance: Treat conduct issues separately (no call/no show, etc.) {AMG 0005}

158

Not Always

No

Failure to provide proper certification is a conduct issue that may be handled with Progressive Discipline - Attendance Conduct.. See Guidance for more details.

Guidance: List of sick leave certification requirements. {AMG 0006}

Has the employee provided proper certification for the absence(s)?

157

156

Yes

No

Guidance: {AMG 0007}

160

Hot Advice: See Guidance for input on how to make this judgement or how to interview the employee on this.  
Guidance: How to forecast absence rate. {AMG 0008}

In your judgement, will the employee continue to have a high absence rate?

161

Yes

181

Is the sick leave due to a singular event?

Guidance: Pregnancy leave is one example of this which is not cause for action. Worker's Comp cases should also be treated separately. {AMG 0009}

162

Yes

No

Is the employee still absent?

Is the employee familiar with the Attendance Policy?

{AMG 011}

{AMG 011}

182

{AMG 0013}

No

Discuss Attendance Policy with employee.

186

Develop a Return-to-Work Plan with HR.

To AP {AMG 0012}

→ To AP {AMG 0013}

\*\*\*\*\*=optional question (skip for some companies)

188

192

Yes

Is the employee in a probationary period?

A {AMG 0015}

Yes

No

164

No action

To AP

Yes

C

FIGURE 7

6/19

Page 2.  
Attendance Management  
Investigate Paid Sick Leave Absence(s), Cont.

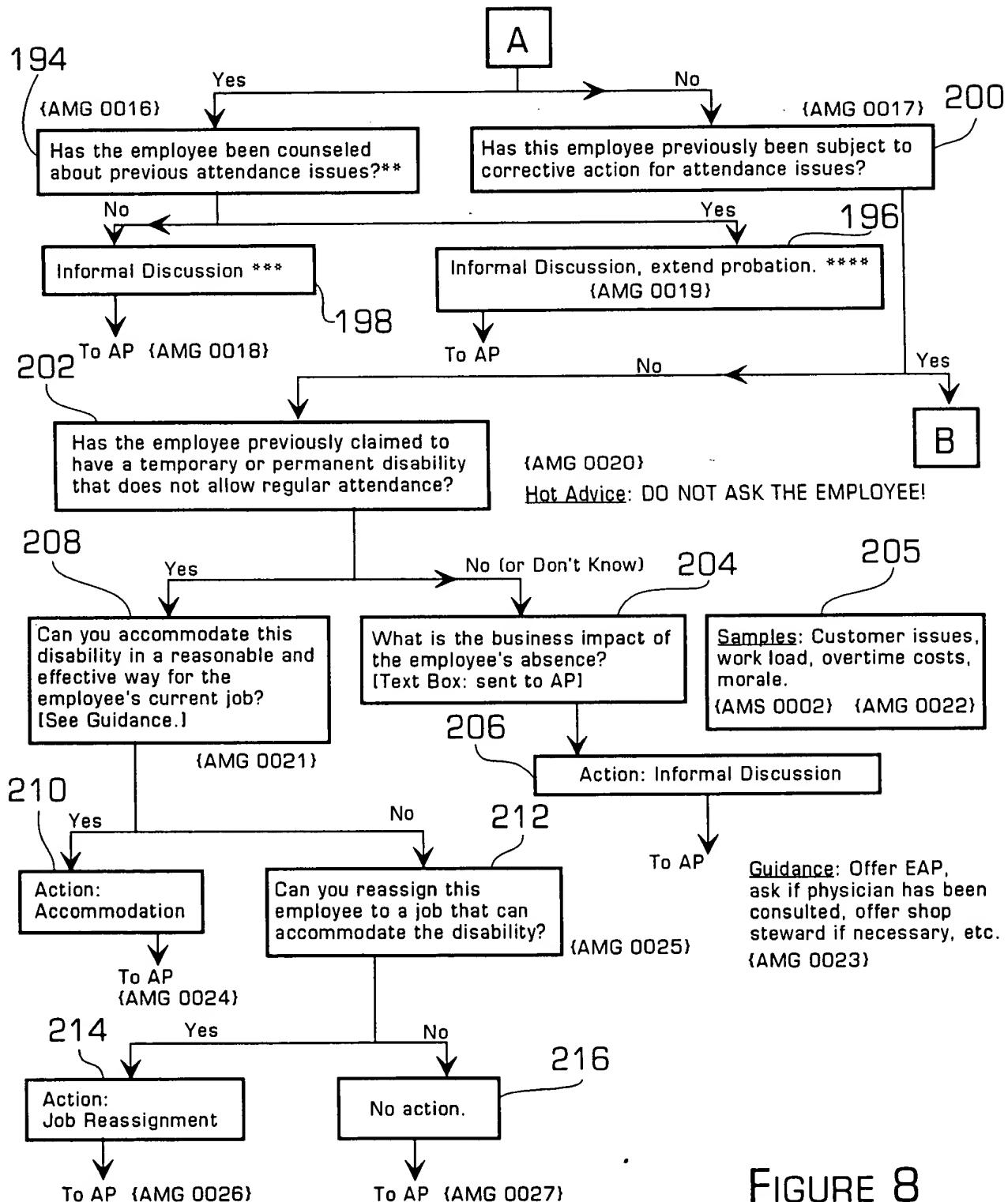


FIGURE 8

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Page 3.

## Attendance Management

### Investigate Paid Sick Leave Absence(s), Cont.

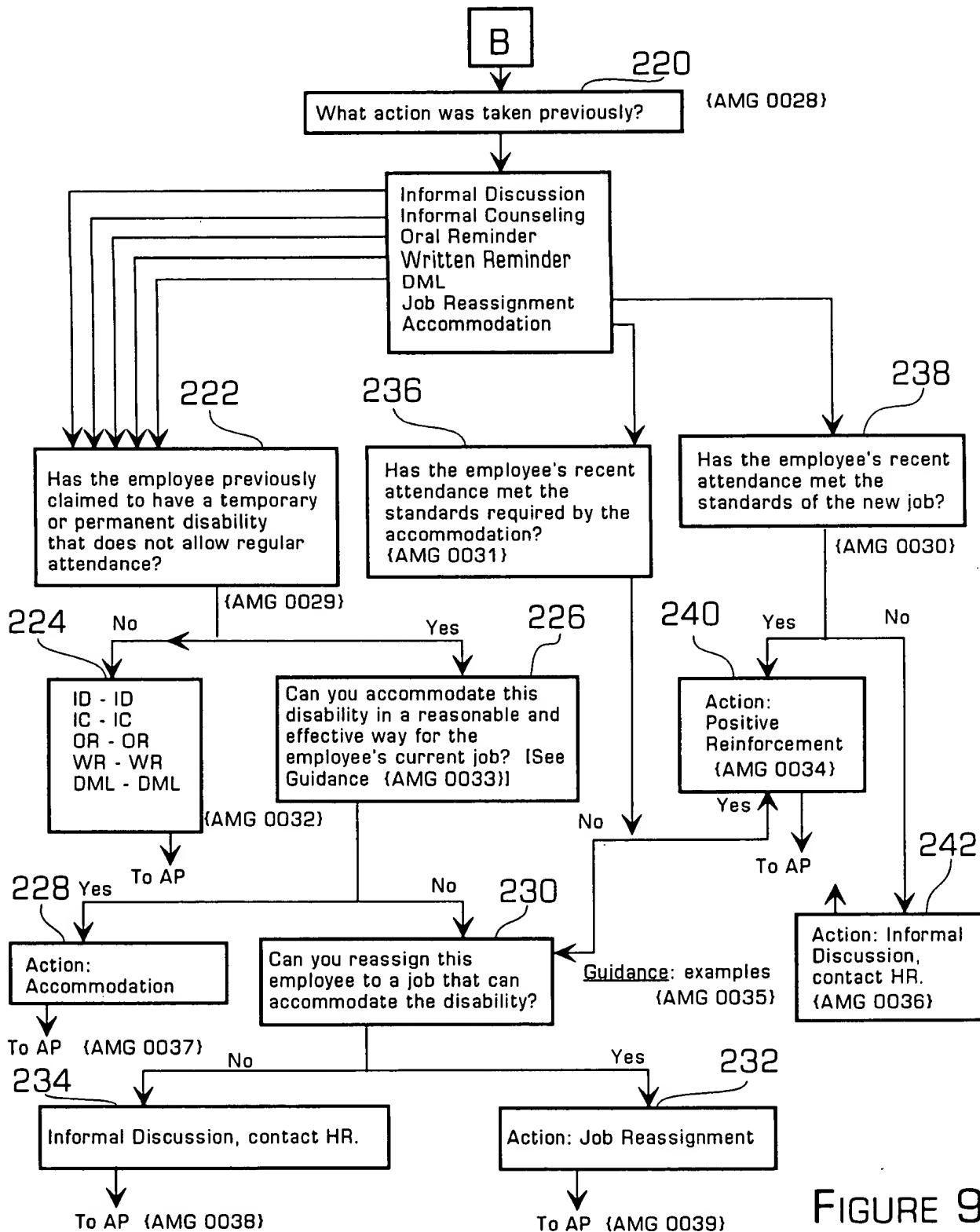


FIGURE 9

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 Page 4  
Attendance Management  
Investigate Paid Sick Leave Absence(s), Cont.

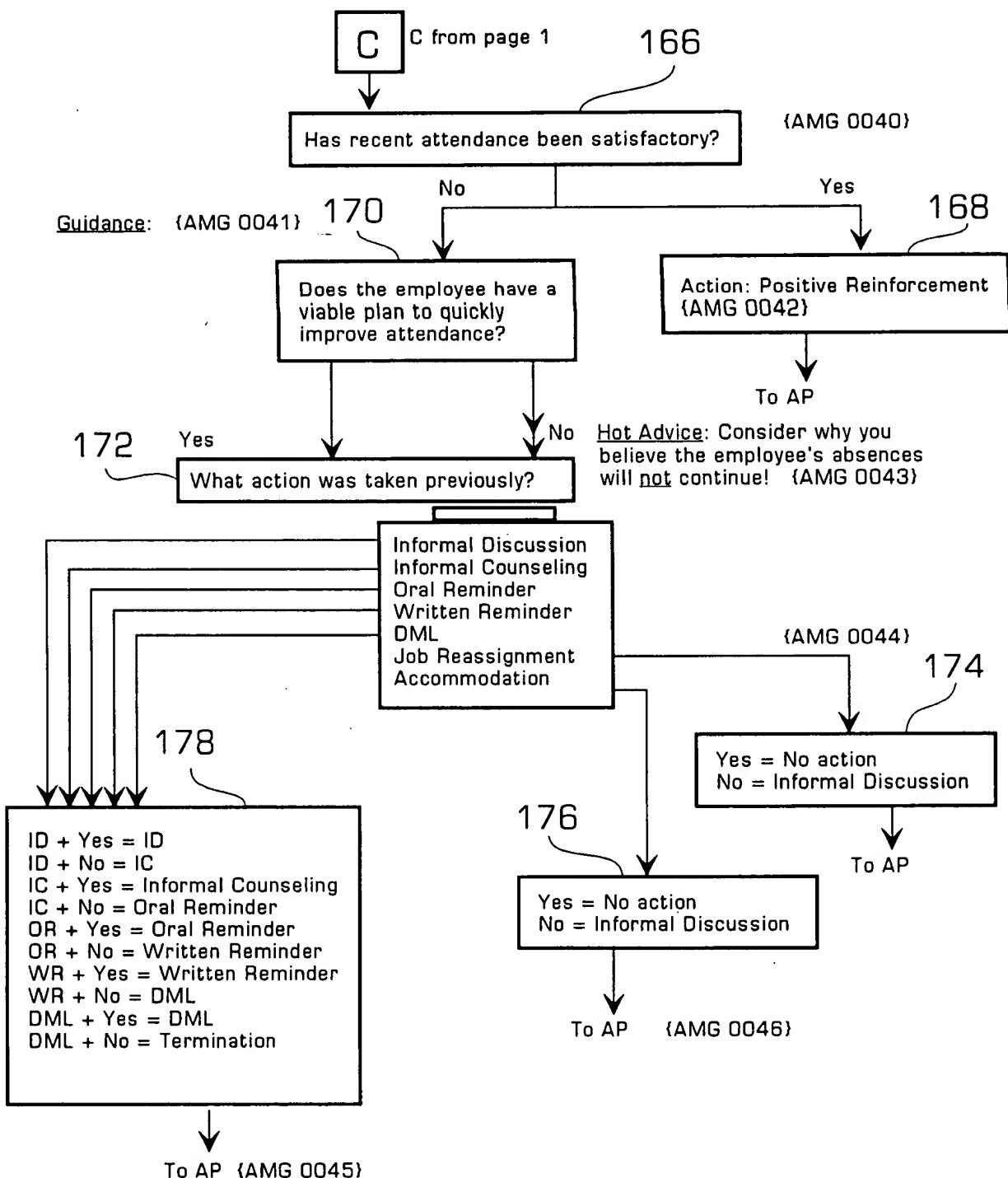


FIGURE 10

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550

## ATTENDANCE MANAGEMENT

## ACTION PLAN

### From "AP" arrows in Investigate Task

552

The Disposition at present is: (Show current disposition). Do you want to override this? (Select "Guidance" to evaluate plan.)

{AMG 0064}

554

Yes

Describe how you want to disposition this case: [Text Box]

{AMG 0065}

No

556

Select "Continue" to review Disposition Report, and then SAVE it locally on your machine.

{AMG 0066}

558

If you have more flagged employees to handle, start again at the Manager's Desktop.

## Status

Continue

FIGURE 11

10/19

600

ATTENDANCE MANAGEMENT  
Examples of Disposition Reports  
[Separate report for each flagged employee]

**Disposition Report**  
**10/14/97**

<u>Employee</u>	<u>#</u>	<u>Org</u>	<u>Absence</u>	<u>Disposition</u>
Jane Doe	2-55456	7-234	240 hrs YTD 160 hrs PTD	Not a problem

602

**Disposition Report**  
**10/14/97**

Fred Klutz	1-33900	7-223	45 hrs YTD 40 hrs PTD	Not my employee
------------	---------	-------	--------------------------	-----------------

604

**Disposition Report**  
**10/14/97**

John Smith	1-23678	7-234	50 hrs YTD 12 hrs PTD	Primarily excused absence Proper notice Proper certification Absence will continue Not a singular event Familiar with Attendance Policy Not a probationary employee No prior action No Disability Business impact: "Morale of group is affected, customers dissatisfied." Action Plan: Informal Counseling Override: "I do not plan to take any action."
------------	---------	-------	--------------------------	---

606

FIGURE 12

11/19

650

Welcome - Netscape

File Edit View Go Communicator Help

Bookmarks Location: <http://decisisdemo.com/comp/welcome.html> ▶ What's Related?

Total Compensation Home Page

Welcome Dell Hill

Plan for: Status Review & Approve Plans Submitted to Me

My Direct Reports ▶ Compensation Planning for 1999 Pending Compensation Planning for 1999

Reports

Reference Center

HR Message Board

Crav, O.

Lee, B.

Dubois, G.

Fairfield, H.

Martines, J.

Prakash, G.

DECISIS

**Compensation Plan Eligibility For Direct Reports**

Employee	Salary Increase for 1999	Incentive Plan A for 1999	Employee Stock Options for 1999
Jones, E.	●	●	●
Amato, J.	●	●	●
Cray, O.	●	●	●
Lee, B.	●	●	●
Dubois, G.	●	●	●
Fairfield, H.	●	●	●
Martines, J.	●	●	●
Prakash, G.	●	●	●

◀ ▶

FIGURE 13

12/19

**COMPENSATION PLANNING - ENG. SALARY FOR 1999**

File
Edit
Tools
Windows
Help

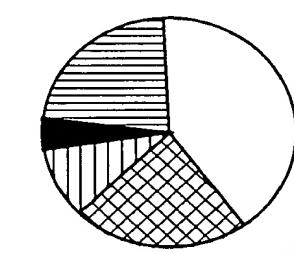
1. Rate Employees
2. Plan Employee Salary
3. Plan Employee Bonus
4. Plan Employee Stock
5. Review & Adjust

Enter employee's new performance rating:

!	Employee	Prev. Perf. Rating	New Perf. Rating
<input type="checkbox"/>	Jones, E.	<b>Excellent</b>	<b>Excellent</b>
<input type="checkbox"/>	Martinez, J.	<b>Excellent</b>	Exceeds
<input type="checkbox"/>	Lee, B.	<b>Excellent</b>	Exceeds
<input type="checkbox"/>	Dubois, G.	<b>Exceeds</b>	Exceeds
<input type="checkbox"/>	Cray, O.	<b>Exceeds</b>	Exceeds
<input type="checkbox"/>	Amato, J.	<b>Exceeds</b>	Exceeds
<input type="checkbox"/>	Prakash, G.	<b>Exceeds</b>	Meets
<input type="checkbox"/>	Johnson, A.	Meets	Meets

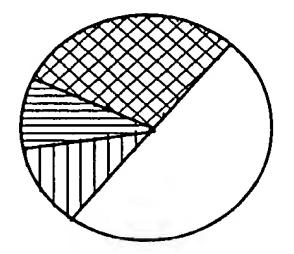
660
662

Recommended Distribution



◊ Excellent: 10%	◊ Exceeds: 25%
◊ Meets: 45%	◊ Below: 17%
◆ Unacceptable: 3%	

Current Distribution



◊ Excellent: 10%	◊ Exceeds: 50%
◊ Meets: 30%	◊ Below: 10%
◆ Unacceptable: 0%	

**Supporting Data and Analytics**

664
666

Perf. Rating Distribution
Employee Detail
Group Comparison
Range Pos. by Perf. Rating

Currency: \$ (US)
View Budget: Merit
Total: 30,720.00
Allocated: 43,375.00
Remaining: -12,655.00

FIGURE 14

13/19

670

672

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676

COMPENSATION PLANNING - ENG. SALARY FOR 1999

File Edit Tools Windows Help

1. Rate Employees 2. Plan Employee Salary 3. Plan Employee Bonus 4. Plan Employee Stock 5. Review & Adjust

Enter employee's salary increase(s) as a dollar amount or percent of base salary. For promotions enter new job code and effective date:  
Current Salary: \$50,000.00

Merit Increase:  or    or  \$2,760.00  
Adjustment:  or  \$0  
Promotion:  or  \$0 New Job Code  Date   
Total Increase:  \$2,760.00

**Exceptions:**  
! Below Job Minimum  
! Hi Performer Low salary  
Notes:

**Supporting Data and Analytics - Jones, E.**

Job Max  Job Min   
Market Reference  **Exceeds**  Promotion  Merit   
Current Salary

**Employee Detail**

**Perf. Rating Distribution**

**Group Comparison**

**Range Pos. by Perf. Rating**

**Remaining: -12,655.00**

**1. Rate Employees** **2. Plan Employee Salary** **3. Plan Employee Bonus** **4. Plan Employee Stock** **5. Review & Adjust**

**Currency: \$ (US) View Budget: Merit  Total: 30,720.00 Allocated: 43,375.00 Remaining: -12,655.00**

FIGURE 15

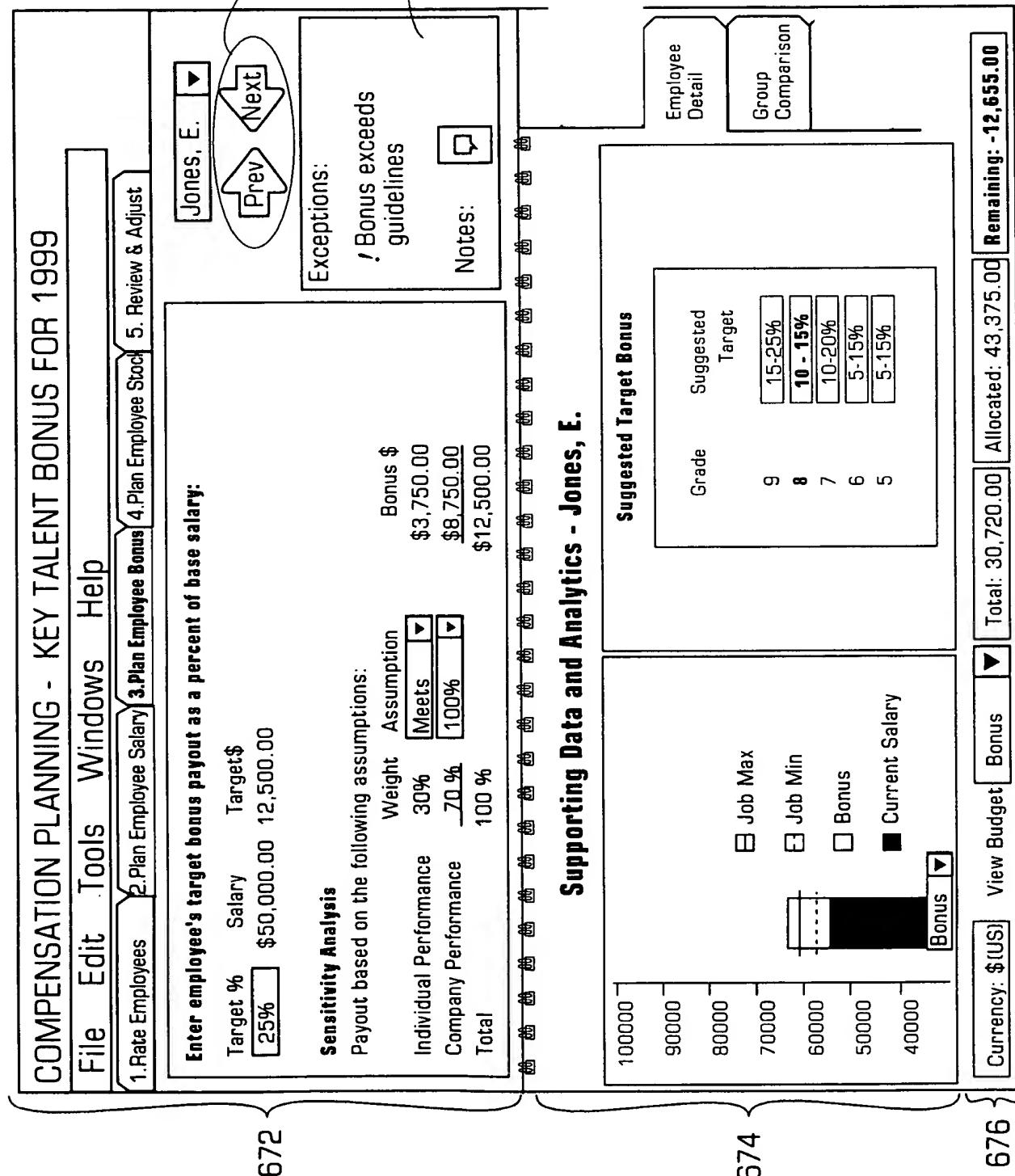


FIGURE 16.

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690

678

679

672

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676

**COMPENSATION PLANNING - EMPLOYEE STOCK FOR 1999**

File Edit Tools Windows Help

1. Rate Employees 2. Plan Employee Salary 3. Plan Employee Bonus 4. Plan Employee Stock 5. Review & Adjust

Enter employee's stock grant:

Number of Shares	Recent Price	Grant Value
850	\$12	\$10,200.00

Exceptions: ! Grant exceeds guidelines

Notes:

**Supporting Data and Analytics - Jones, E.**

**Suggested Stock Grant**

Grade	Suggested Number of Shares
9	800-900
8	700-800
7	600-700
6	500-600
5	400-500

Stock  Current Salary

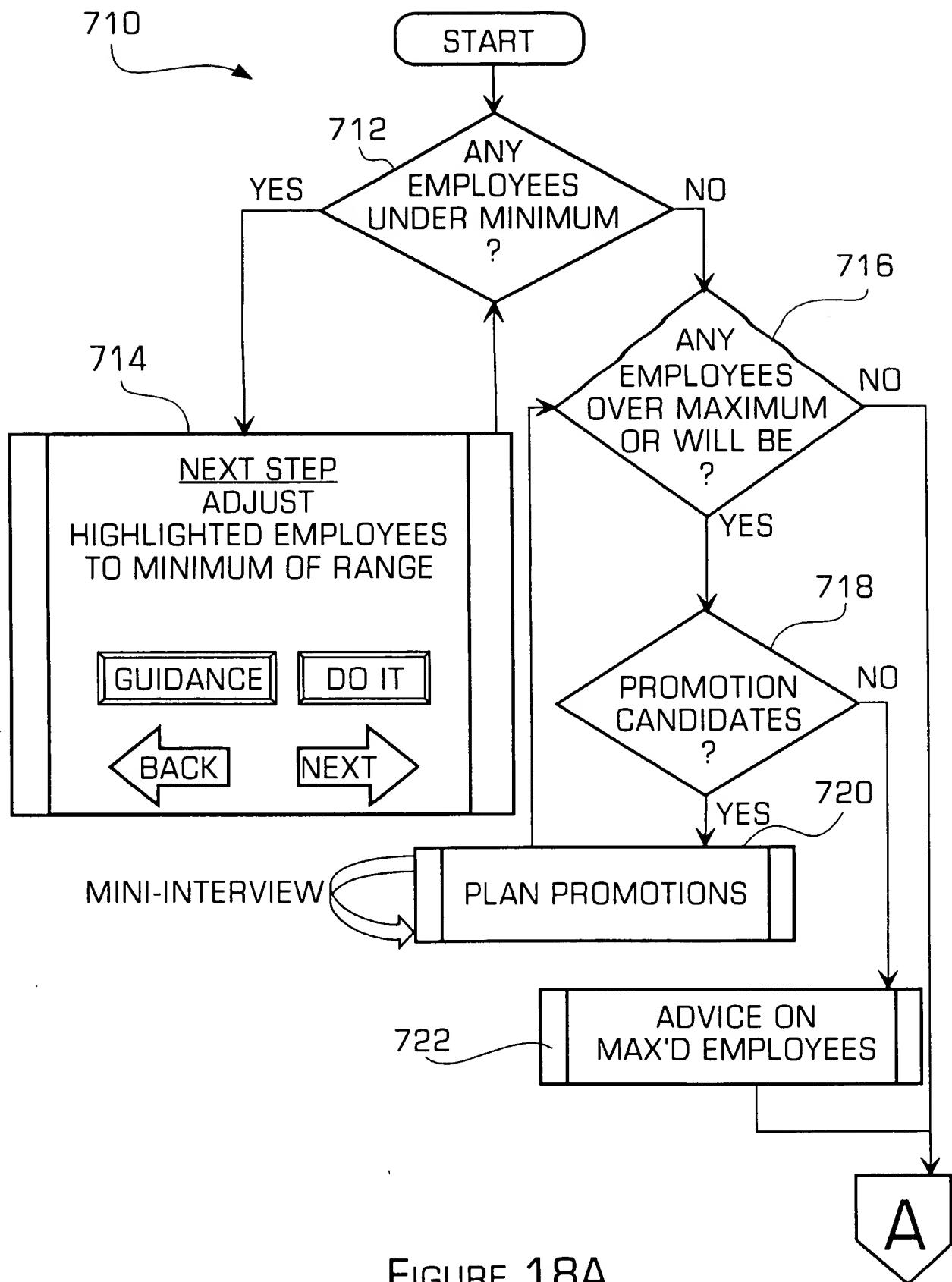
100000  
90000  
80000  
70000  
60000  
50000  
40000

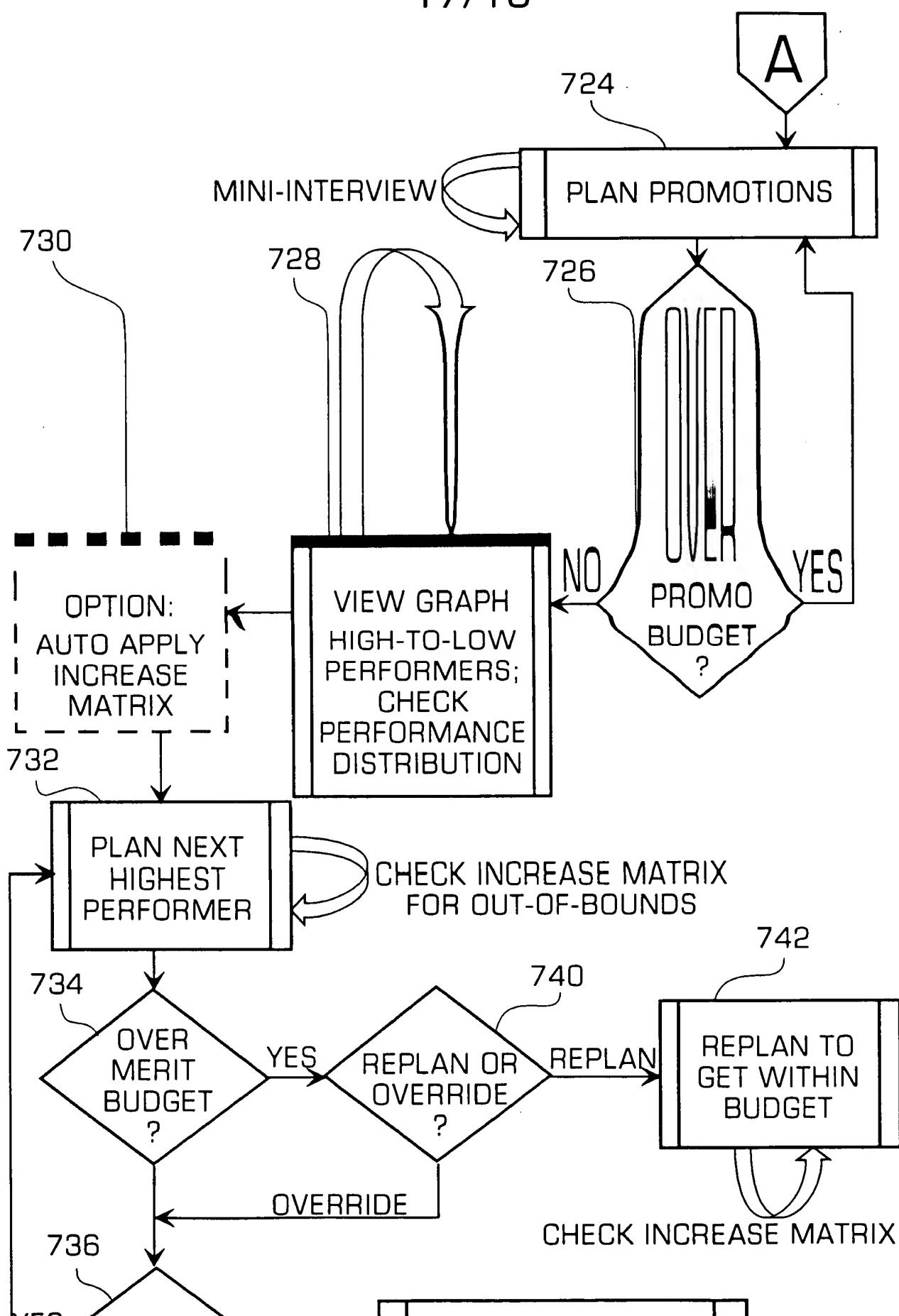
Units: Shares View Budget: Stock  Total: 5,000 Allocated: 5,500 Remaining: -500

Employee Detail  
Group Comparison

FIGURE 17

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### GUIDANCE FOR STACK RANKING OPTION

"Stack ranking" is defined as a 1 - n ranking of employees based on their performance against their job description. It is not meant to be a ranking of their value to the company (that kind of ranking is sometimes called a "reverse layoff" list). Thus a junior engineer could be ranked higher than a senior engineer simply by virtue of doing his/her job better. Junior level employees who are ranked very high in their grade are often candidates for promotion to the next level in that job family (i.e., it is time to make their job more difficult). This usually results in them having a lower stack ranking and a lower performance rating in the next planning session.

If you have employees in different salary ranges or grades, then you can first do the ranking within each grade. Then in order to merge the ranking into one overall list for your group, use the technique illustrated by this example:

E10 Employees:
1. Karen Feiding
2. Fred Klutz
3. Joe Smith
4. Irving Fazola
5. Jane Doe

E09 Employees:
1. Sam Spade
2. George Gap
3. Susie Emblem
4. Roberto Cruz

E08 Employees:
1. Fannie Farmer
2. Jim Keiper
3. Allan Jones
4. Anna Storm
5. Evan White
6. Bill Baker
7. Lavon Larue

To start the merge process on these lists, you choose which employee is the number one overall employee in how well they do their job. Obviously, the only candidates for this honor are the three employees who rank at the top of their respective grade ranking. In this case, the candidates for #1 overall are Karen Feiding, Sam Spade, and Fannie Farmer. So let's say you pick Fannie Farmer as the best at their job of those three. That puts Fannie on top of the overall stack ranking list. Then you pick the employee who ranks second overall. The candidates are Karen, Sam, and Jim Keiper because Fannie is already placed. Continue in this manner until you have a total merged list from 1 - n.

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800

FIGURE 2.0